

Facilities Services Operations

Key Performance Indicators



THE UNIVERSITY OF
CHICAGO

April 2021

FY2021

Through March 2021 Financial Close

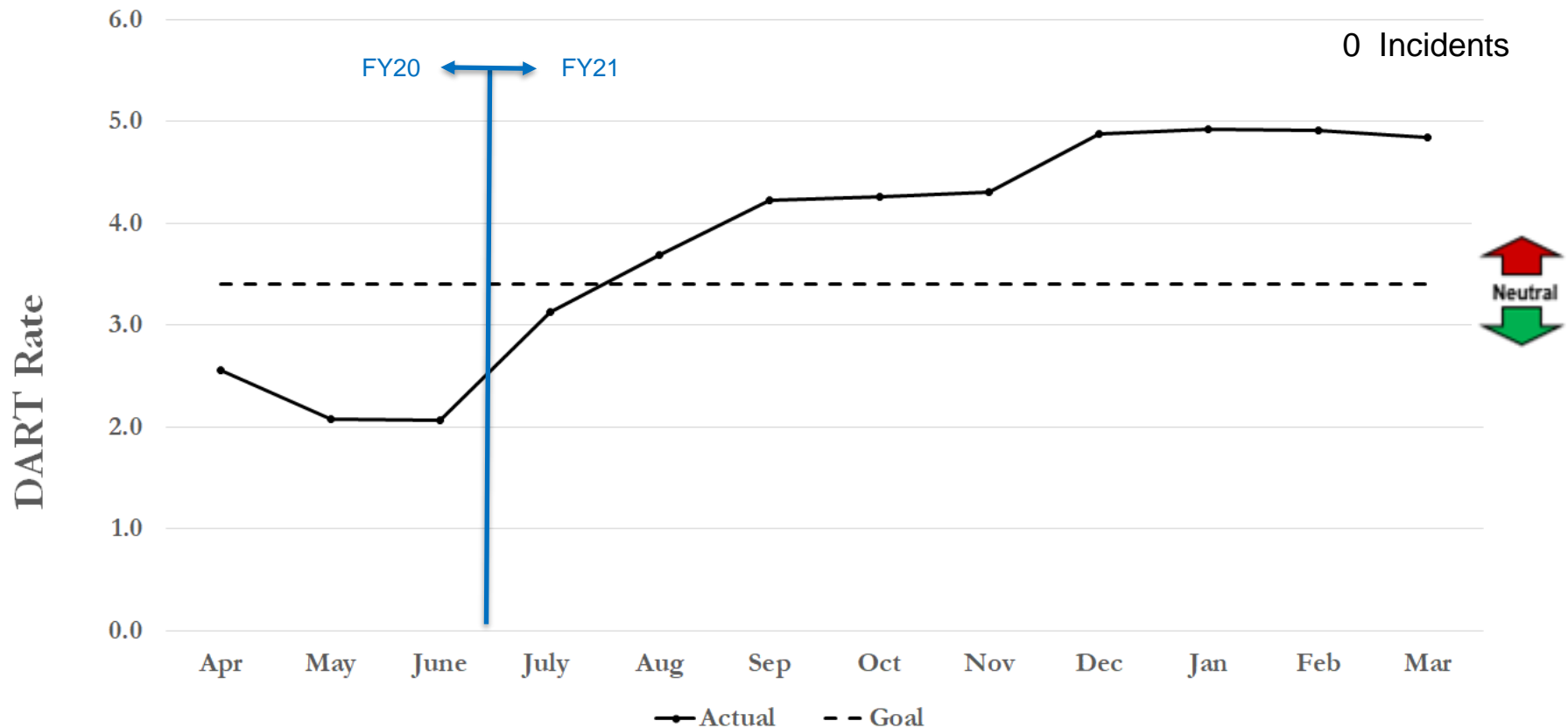
Key Process Indicators - Summary

Key Process	Current	Change	Trend
Team Safety	79.0%	+1%	Positive
DART	4.84	-0.07%	Positive
Safety Training Compliance Rate	99.0%	-0.08%	Negative
Service Delivery	5.2	0.0%	Neutral
Work Order Completion Time	94%	+15.0%	Positive
Client Satisfaction Rate	93%	-3.0%	Negative
Janitorial Inspection Score	90%	-5%	Negative
FS Identified Work Order Rate	58%	+4.0%	Positive
Steam Commodity Uptime	99.99%	0.0%	Neutral
Financial Performance	-2.0%	-1.0%	Positive
Operations Actual to Budget	-1.0%	-1.0%	Positive
Utilities Actual to Budget	-1.0%	-1.0%	Positive
Risk Reduction	3.1	-1.5	Negative
Preventive Maint. Completion Time	100%	0.0%	Neutral
PM to CM Percentage	49%	-5.0%	Negative
Elevator Entrapments	0	0	Neutral
Sustainability	0.0	-1.3	Negative
Energy Usage Intensity (kBtu/SF)	151.1	+0.9%	Negative
Waste Diversion Rate (%)	39%	+1%	Positive
Water Usage (1,000 cubic feet)	33,044	0.2%	Negative

Key Volume Indicators

Key Volume	Current	Change	Percent	Trend
Assets	25,225	+175	+0.7%	Positive
Full Time Equivalent	215	0	0%	Neutral
Funded Vacancies	11	-1	9%	Positive
Buildings	197	0	0%	Neutral
Gross Square Feet	18.8M	0	0%	Neutral
Usage				
Work Orders (12-month)	48,874	541	+0.7%	Negative
Chilled Water (12-month in Ton-Hours)	21,968,012	510,078	+2.3%	Negative
Steam (12-month in Thousand Pounds)	1,185,872	24,937	+2.1%	Negative

Days Away, Restricted or Transferred (DART)



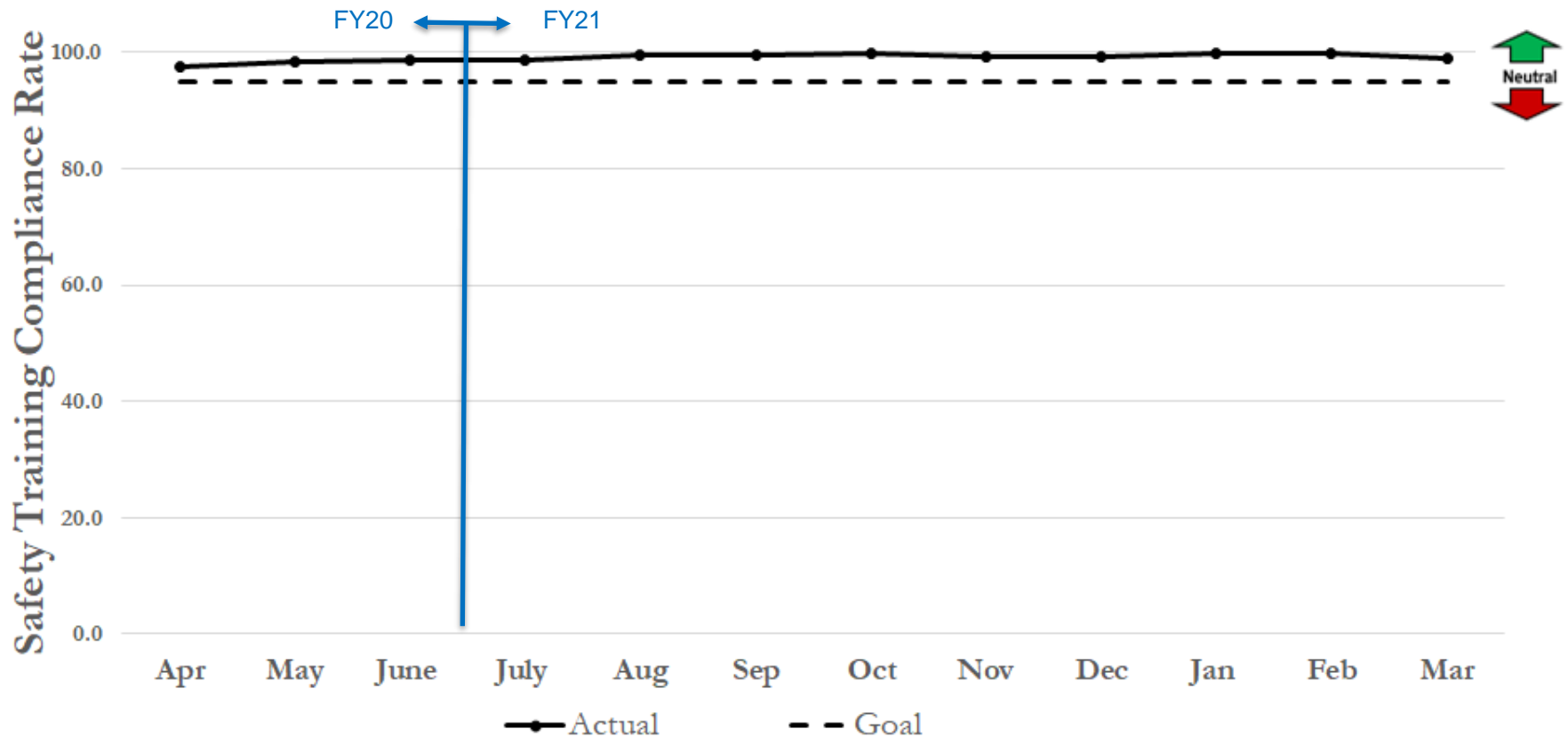
Goal: Reduce OSHA standard metric for serious injuries below 3.4 injuries per 100 FTE over a rolling 12-month period

Drivers: Equipment, training, behavior, processes, deficiency reporting and correction

Initiative: Maintain team training above 95% and improve deficiency reporting and correction

KPI Leader: Nicole Gall

Safety Training Compliance Rate



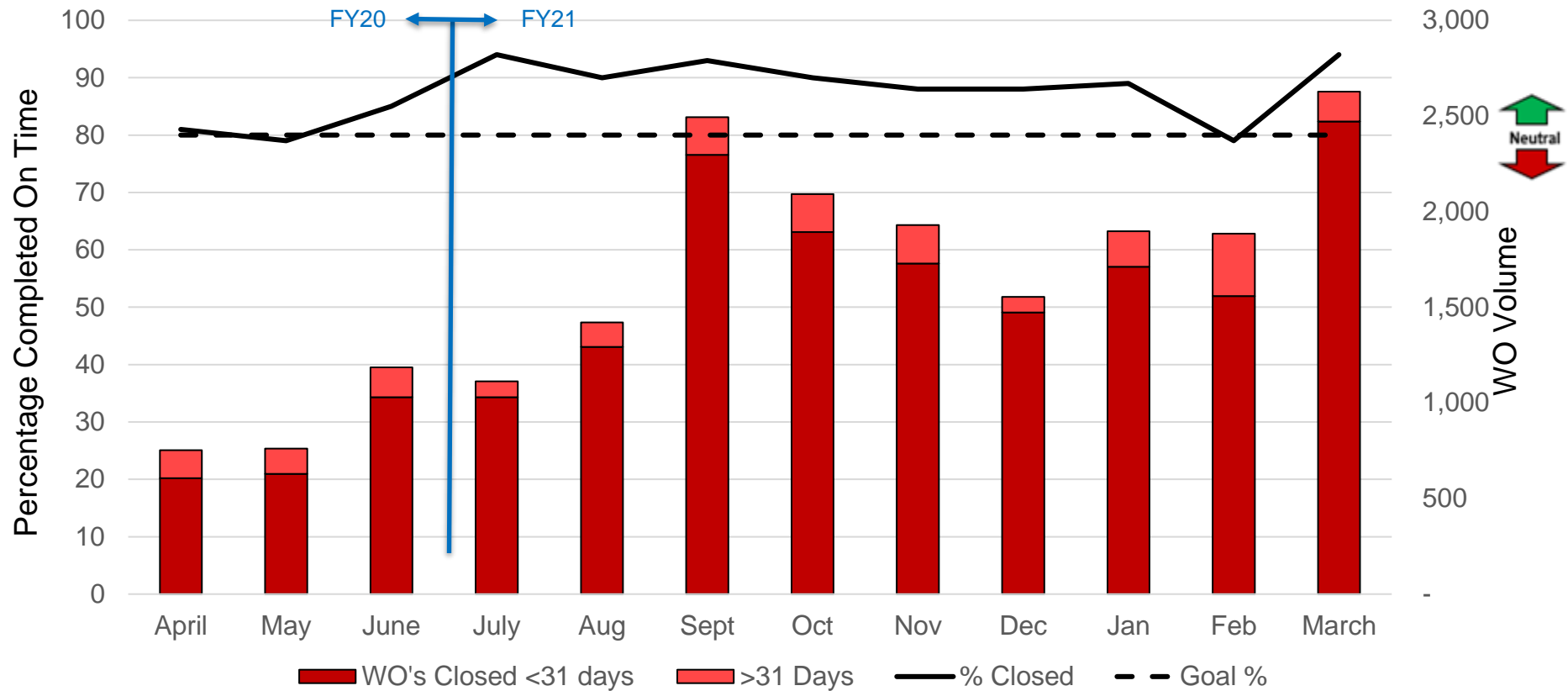
Goal: Improve safety training compliance to greater than 95%

Drivers: Training Accessibility, Team Buy In, Manager Support, Content

Initiative: Improve Training Accessibility by increasing web-based content

KPI Leader: Nicole Gall

Work Order Completion Time



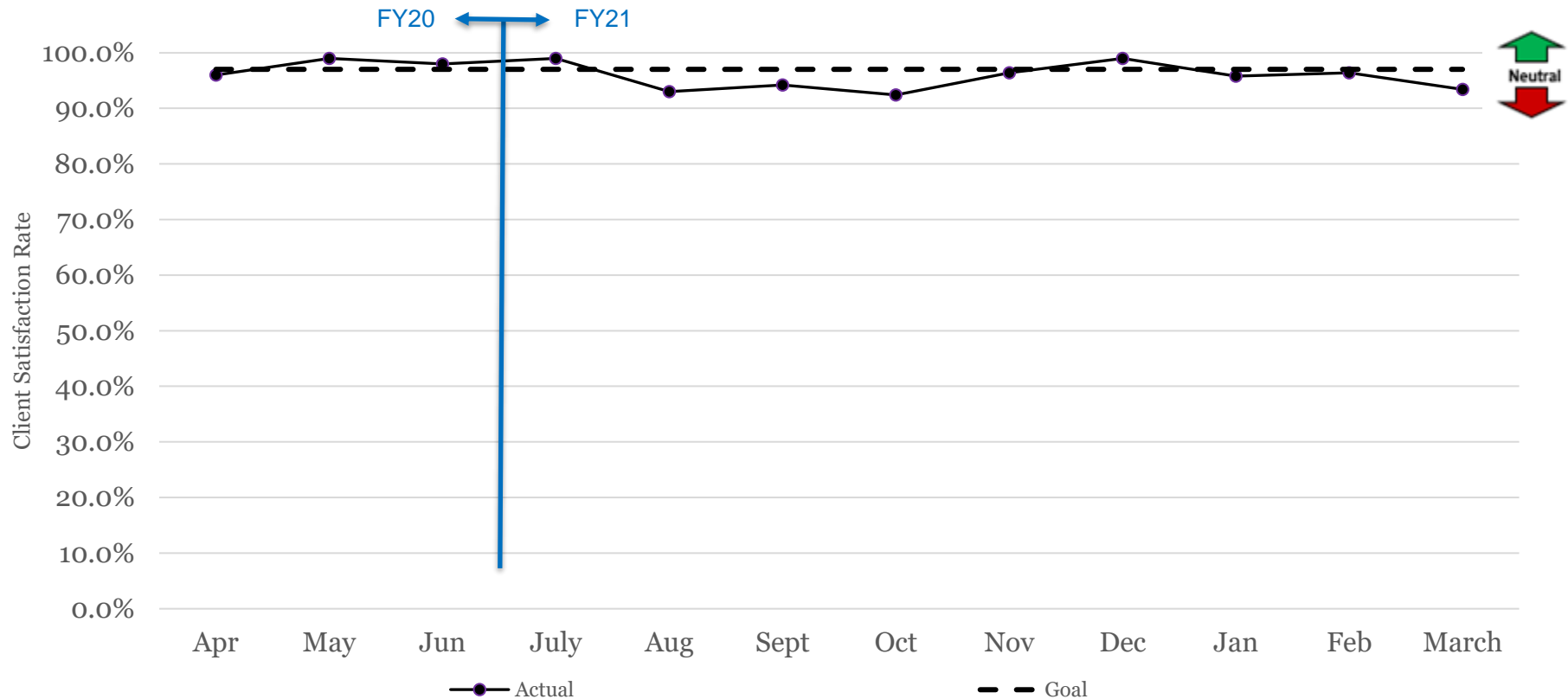
Goal: Maintain greater than 80% of Corrective & Emergency work orders closed within 31 days of creation

Drivers: Staff availability, client requirements, client scheduling, seasonal variations, task scheduling, material availability

Initiative: Client satisfaction

KPI Leader: Brian Cowperthwaite

Client Satisfaction Rate



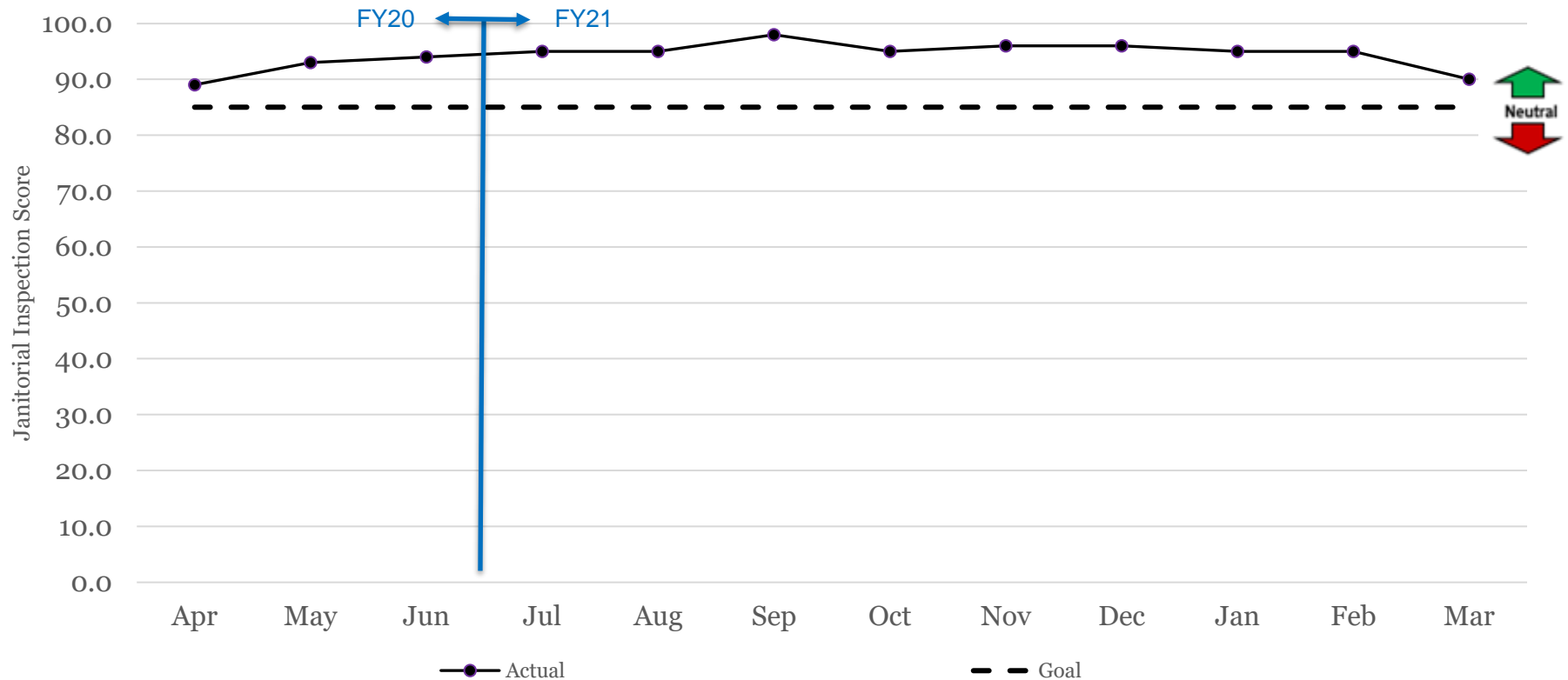
Goal: Improve client satisfaction score to 97% or higher

Drivers: Timeliness, Communication, Rework, Neatness, Professionalism

Initiative: Improve Communication at time of service visit to ensure client is satisfied before technician completes

KPI Leader: Brian Cowperthwaite

Janitorial Inspection Score



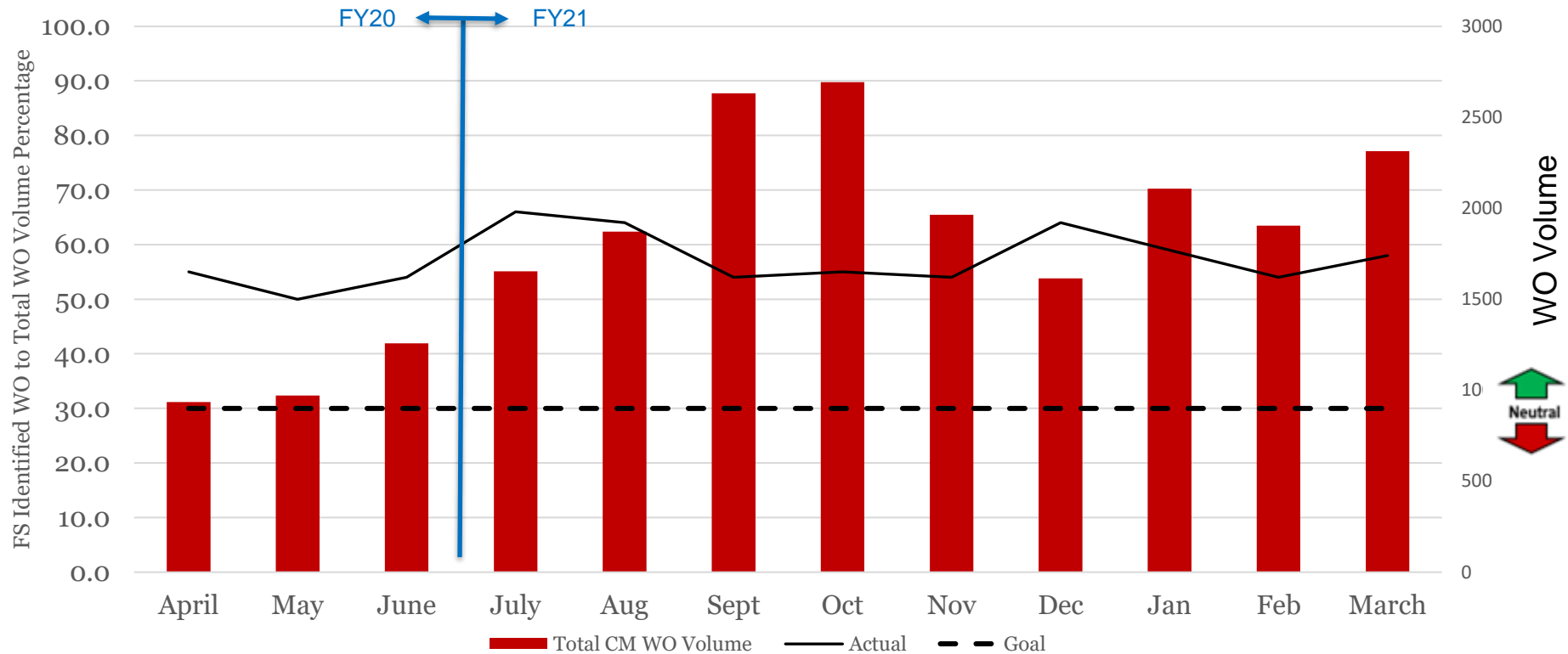
Goal: Improve janitorial inspection score to 85% or higher

Drivers: Weather, Events, Construction, Location

Initiative: Align contractual requirements and client expectations using APPA's cleanliness levels

KPI Leader: Brandon Rux

FS Identified Work Order Rate



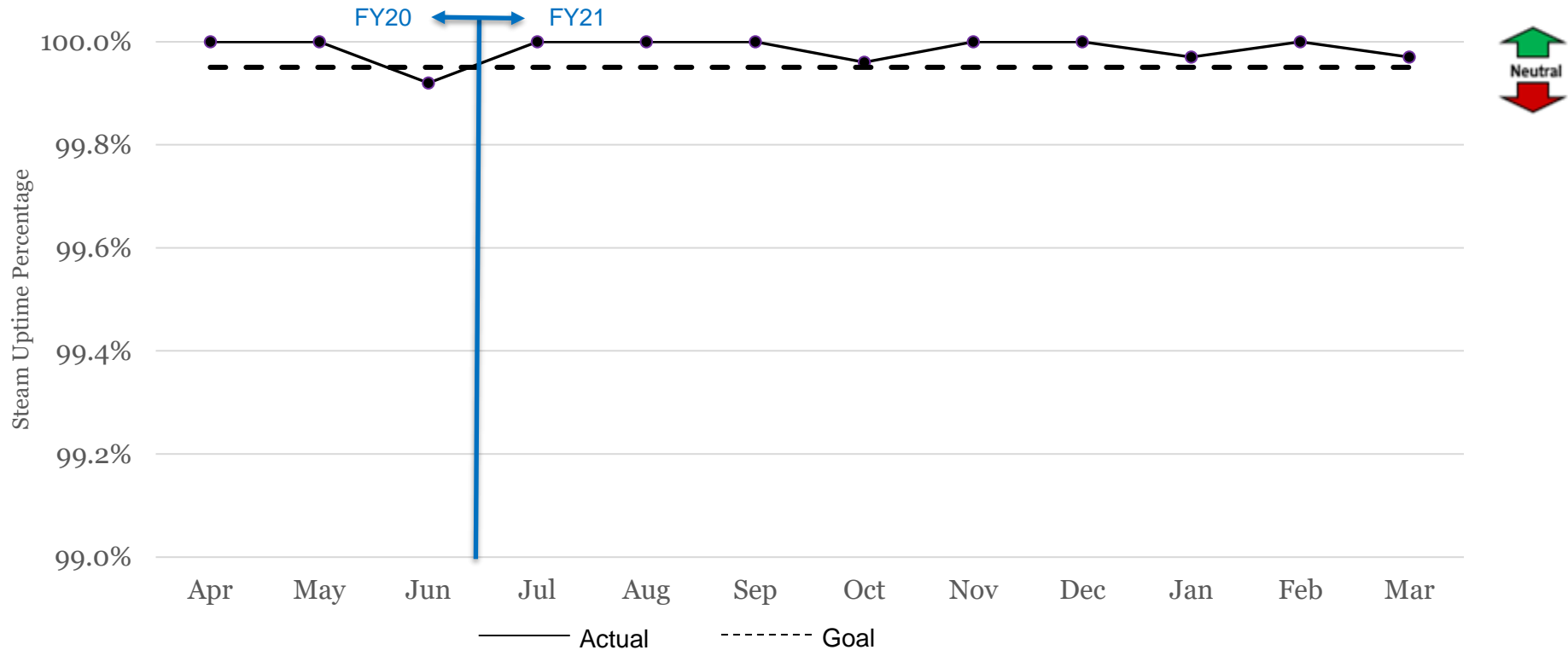
Goal: Improve FS Identified CM WO's to 30% or higher by total WO volume

Drivers: Training, Behavior, CM WO Completion Rate, Staffing, Engagement, data systems & tools

Initiative: Engage FS staff to identify and correct issues to reduce severity through early detection and disruption impact to client

KPI Leader: Brian Cowperthwaite

Steam Commodity Uptime



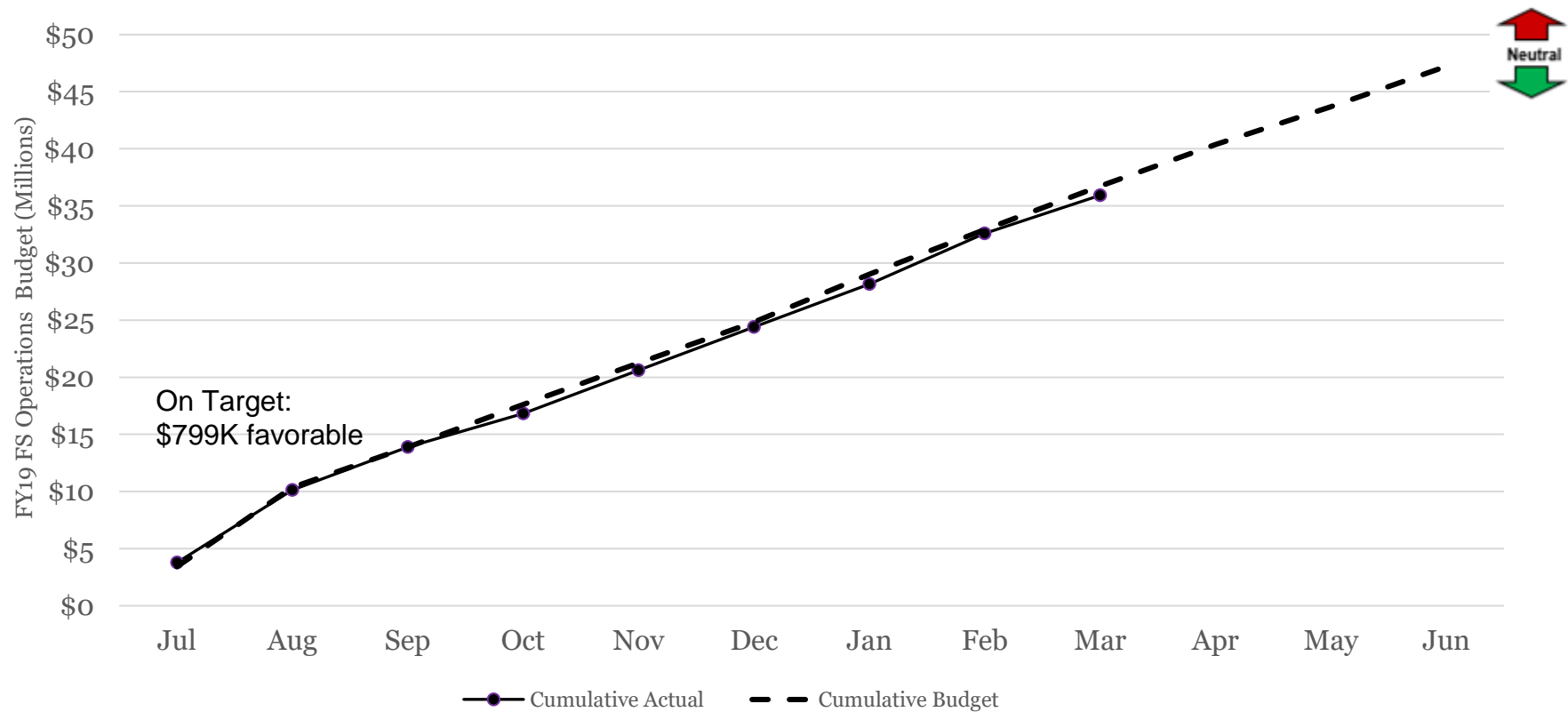
Goal: Maintain Steam Commodity Uptime above 99.95%

Drivers: Utility (electric, gas, water) Availability, Maintenance, Recapitalization Funding, Training, Staffing Level

Initiative: Improve PM and water chemistry program, target replacement of aging steam distribution infrastructure, hold emergency preparedness drills, investment in boiler controls

KPI Leader: Adam D'Ambrosio

Operations Actual to Budget



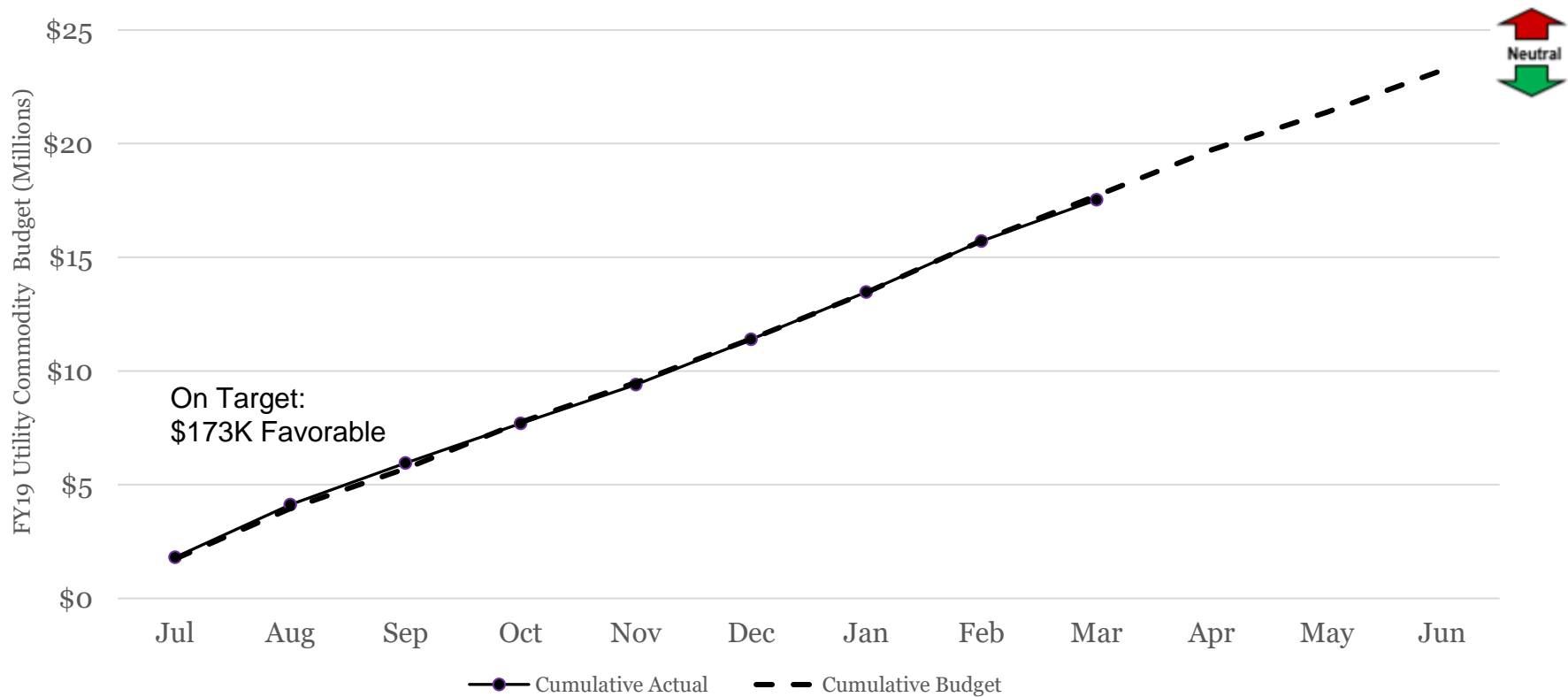
Goal: Manage Operating Expenses within +/- 2% of Budget

Drivers: Utilities, Salaries and Overtime, Emergency Repairs, Weather, Rework, Contractor Pricing

Initiative: Improve energy efficiency (Utilities) and reduce Rework component of Overtime

KPI Leader: Crystal Smith

Utilities Actual to Budget



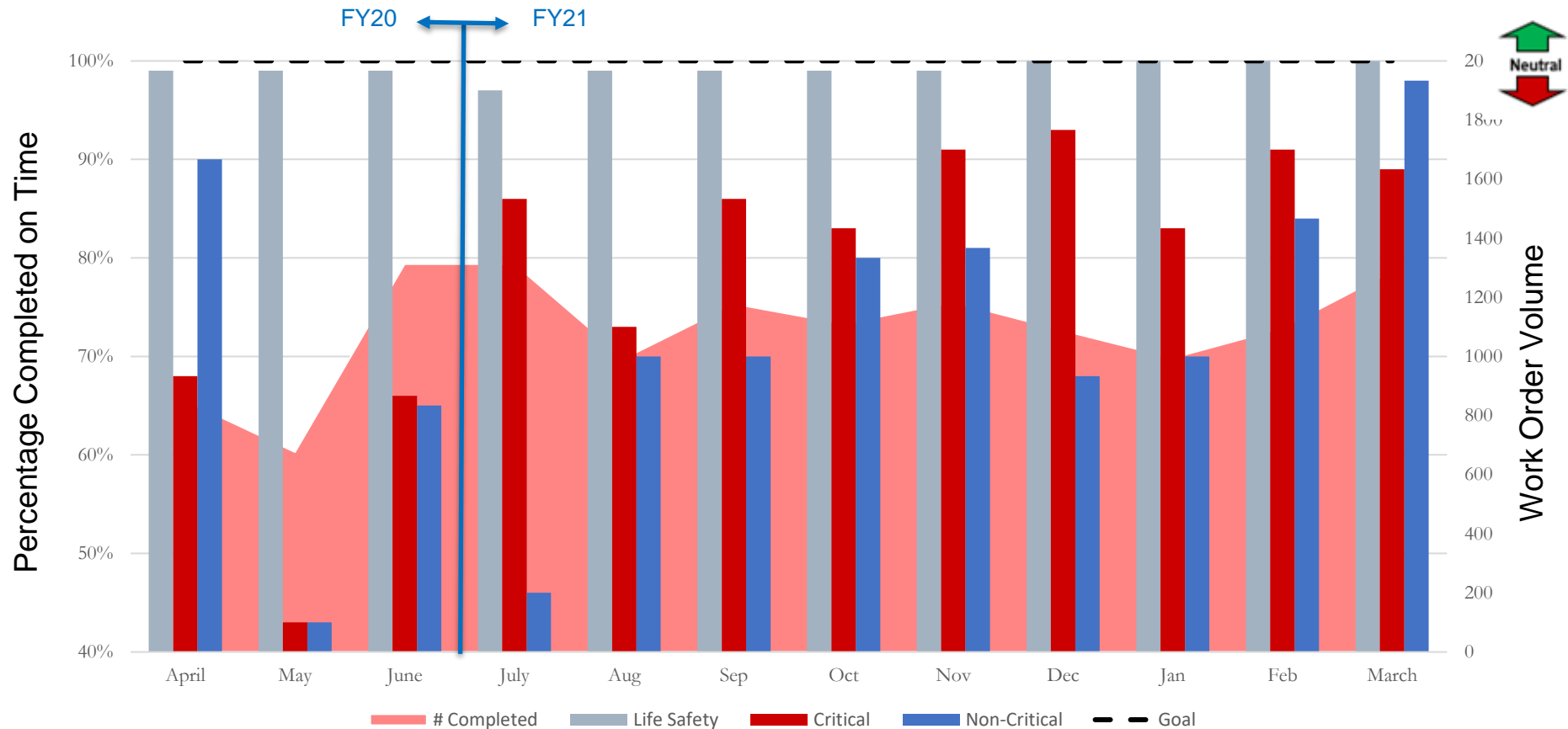
Goal: Manage Utility Expenses within +/- 5% of Budget

Drivers: Weather, Energy Efficiency, Supplier Rates, Usage, Peak Shaving, Incentives

Initiative: GHG Emissions Reduction Plan, Curtailment, Energy Procurement Policy

KPI Leader: Crystal Smith

Preventive Maintenance On-Time Completion



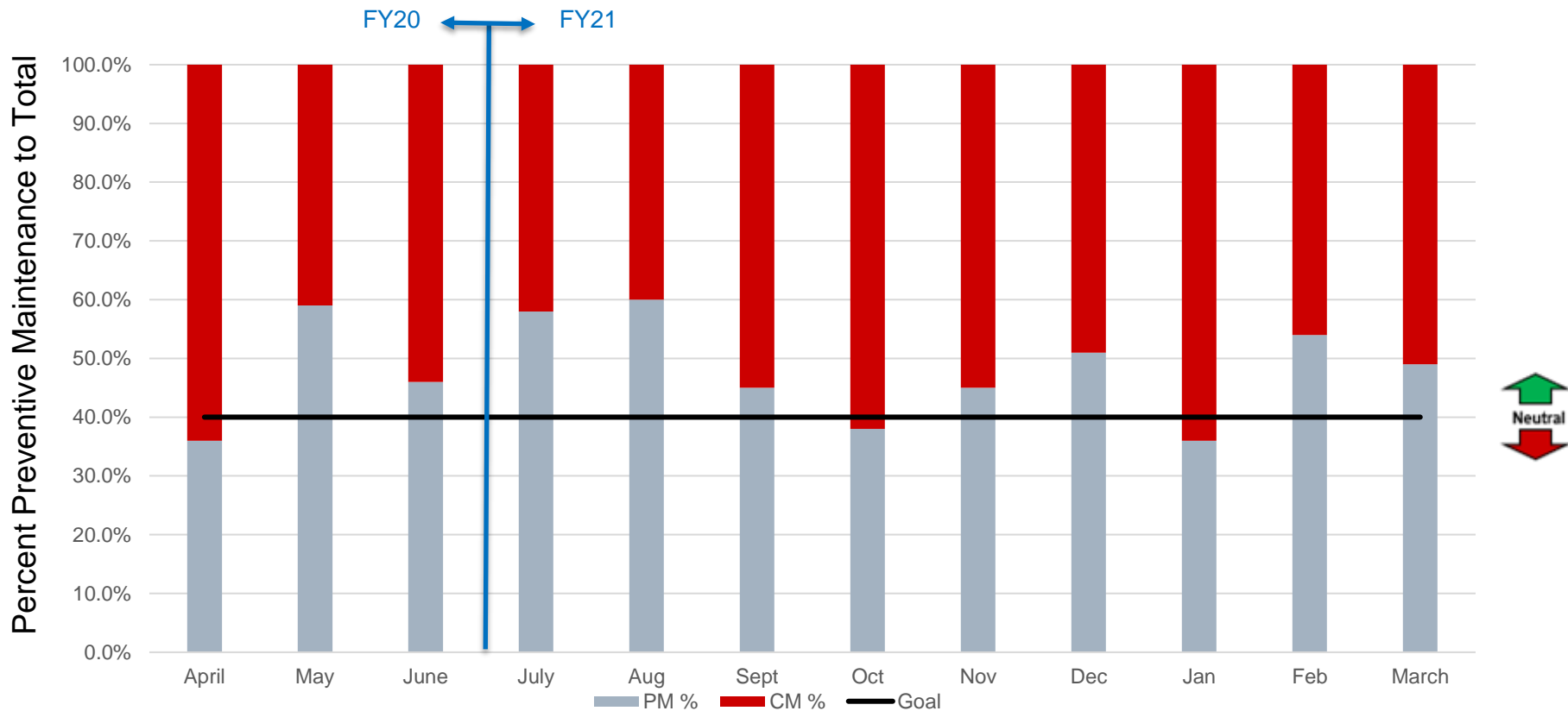
Goal: Close 100% of Life Safety Preventive Maintenance work orders within 30 days of initiation

Drivers: Staff availability, total workload requirement, client scheduling, material availability, asset identification, task scheduling

Initiative: Increase reliability of equipment and optimize scheduling

KPI Leader: Brian Cowperthwaite

Preventive Maintenance vs. Corrective Maintenance



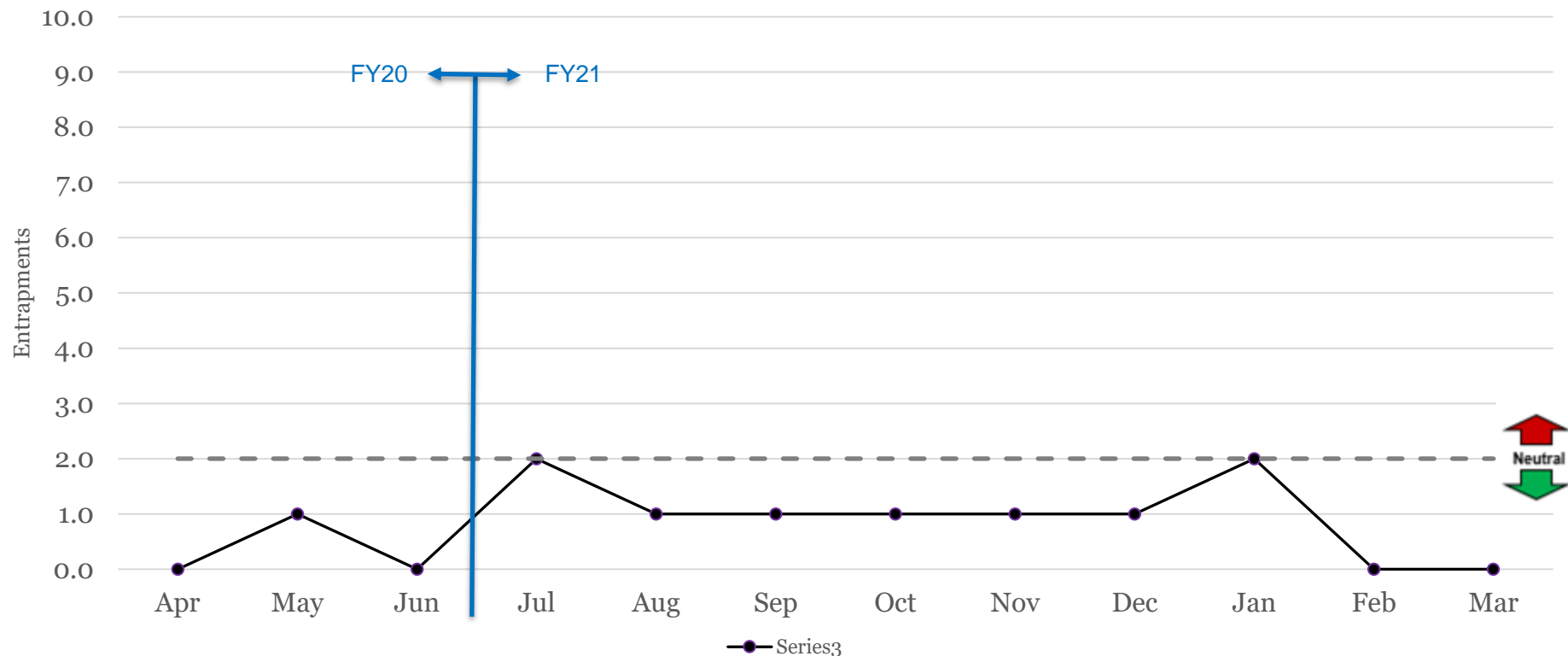
Goal: Drive Preventive Maintenance above 40% of work orders compared to Corrective & Emergency combined

Drivers: Staff availability, client requirements, client scheduling, seasonal variations, task scheduling, material availability

Initiative: Reduce corrective issues by improving preventive planning, execution, and approach to maintenance

KPI Leader: Brian Cowperthwaite

Elevator Entrapments



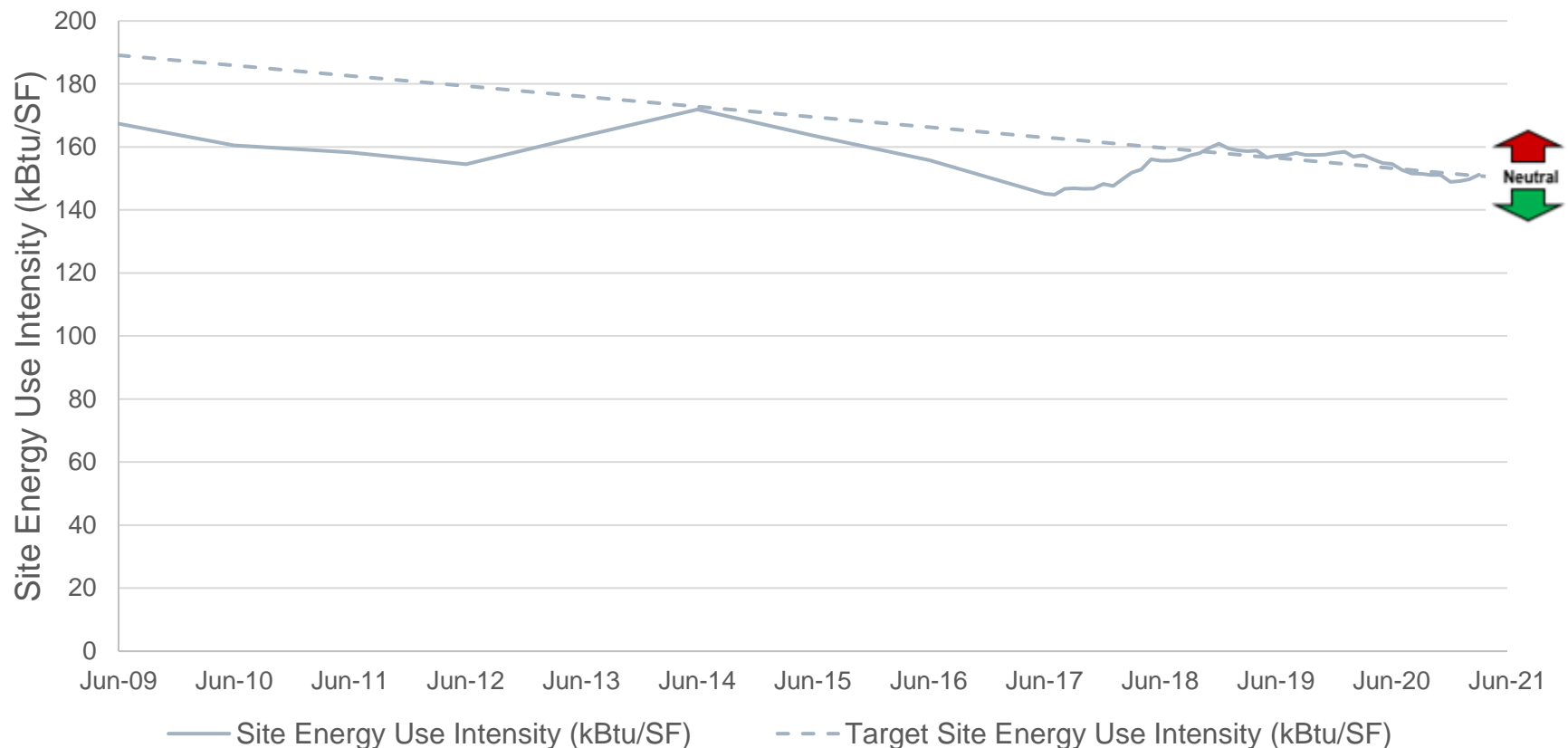
Goal: Reduce Elevator Entrapments to no more than TWO per month in FY21 (was FOUR in FY20)

Drivers: User Abuse, Recapitalization Funding, Contractor Maintenance, Issue Reporting and Correction

Initiative: Improve root cause analysis and “running on arrival data” to identify additional PM tasks

KPI Leader: Brandon Rux

Energy Usage Intensity



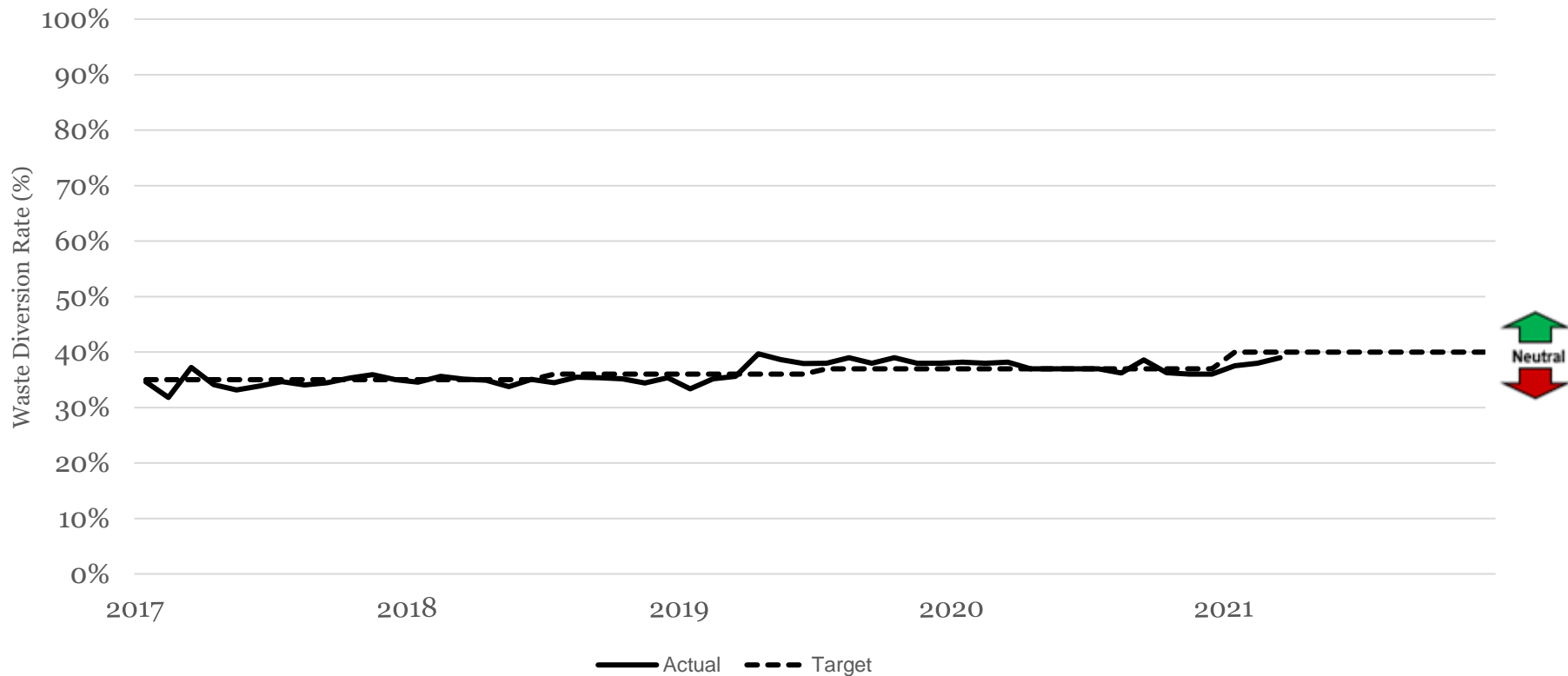
Goal: Decrease total energy usage by 20% from baseline

Drivers: Behavior, Central Plant Efficiency, Temp/Humidity Control, Lighting, Plug Loads, Laboratory Loads, Funding, Maintenance

Initiative: GHG Emissions Reduction Plan, Central Plant Efficiency Improvements, Deep Laboratory Retrofits, LED lighting retrofits

KPI Leader: Adam D'Ambrosio

Waste Diversion Rate



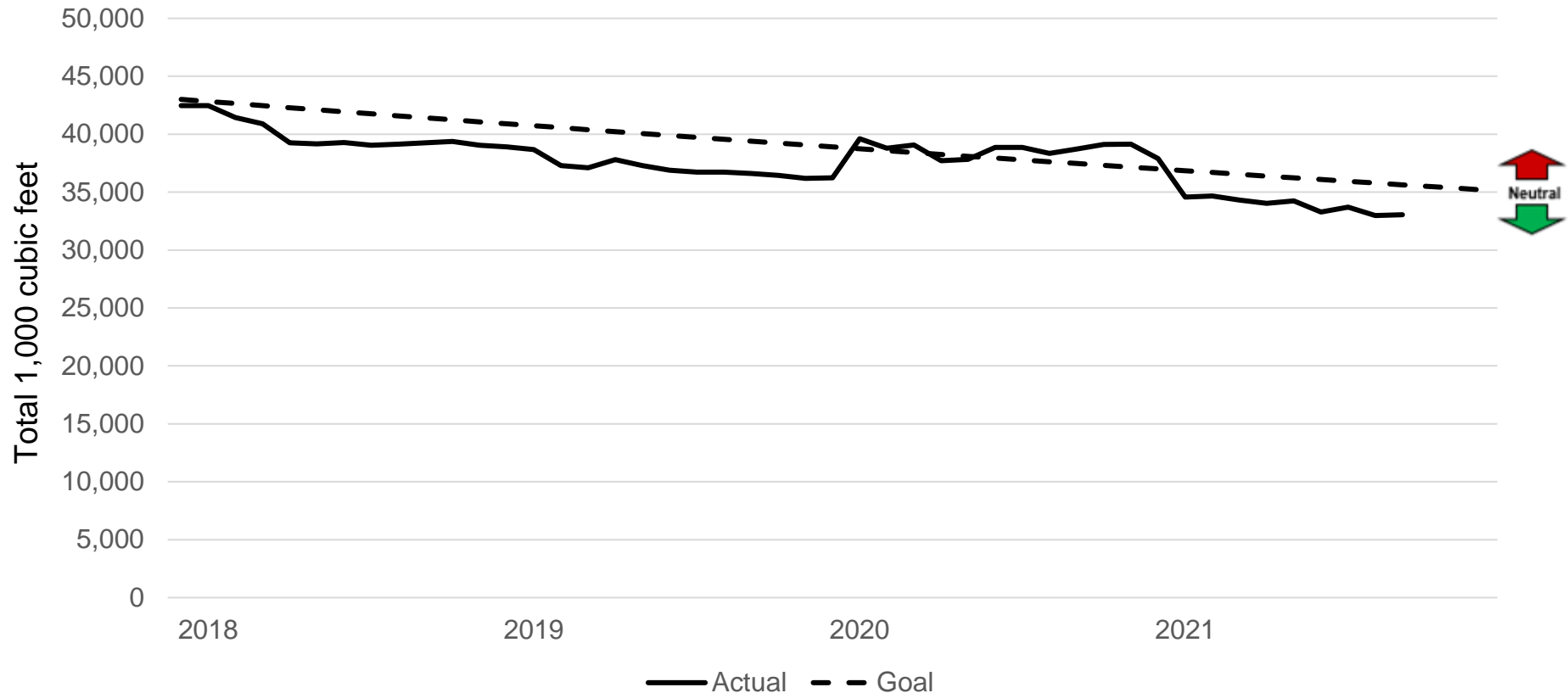
Goal: Improve Waste Diversion Rate to greater than 40%

Drivers: Equipment, Training, Behavior, Processes

Initiative: Improved lid schemes on dumpsters to better distinguish dumpster use; Implementing metal and landscape recycling programs; Increasing frequency of waste audits

KPI Leader: Brandon Rux

Water Usage



Goal: Decrease total water usage by 20% from baseline

Drivers: Behavior, Central Plant Efficiency, Fixture flow rates, Irrigation

Initiatives: Improve Central Plant Efficiency, Water Conservation Measures, Smart Irrigation and Rainwater harvesting projects

KPI Leader: Adam D'Ambrosio